

Today's workshop will:

- Focus your thinking on the *strategy* in strategic planning
- Provide tools for decision making and organizational assessment
- Provide practice...on lots of things
- Offer practical considerations. Planning for your Planning.
- Review and explain the CSBG Organizational Standards on strategic planning

The Results Oriented Management and Accountability Cycle

Assessment

Needs and Resources



Planning

Use assessment data and agency mission statement to identify results, and strategies



Implementation

Strategies and services



Achievement of Results

Observe and report progress



Evaluation

Analyze data, compare with benchmarks



HELLO

my name is

your name





1. What is strategy and strategic? and what is not?
2. Strategic thinking
3. Data to support the decisions
4. Strategic decision making and related tools
5. Where do we think and plan?
 - Organizational level
 - Programmatic level
 - Operational level
6. Putting the Plan together
 - CSBG Org Standards
 - Elements and structure
7. Back to the beginning:
Planning, structure, logistics
8. Wrap up

“Strategy is about positioning your organization in the future...
by defining a preferred future.”

Maree Conway



Why do strategic planning?

- Determine our desired future...and get everyone on the same path
- Determine strategies to reach that future
- Simplify future decision making
- Set goals, priorities, actions and funding needs
- Energize board and staff
- Communicate and develop partnerships
- Meet funder requirements



How do they fit together?

CSBG Organizational Standards

Community Needs Assessment	Strategic Plan	Community Action Plan
Every 3 years	Every 5 years	Annual
Identifies community needs and informs the Strategic Plan	Sets the strategic direction for the agency; establishes priorities and outcomes	Provides the plan to implement programs and approaches needed to meet the strategic goals and address community needs

But not really...!

Traditional strategic planning

- Often it's **long range planning** *NOT strategic*
 - Where are we?
 - What do we need to tweak?
 - What didn't we finish from the last one?
- Often a list of tasks to do – catch up on things you haven't gotten to (*update the manual*)
- We turn tasks into goals, objectives, actions/tactics. And we're done.



Challenges with the traditional model

David La Piana

“When you focus on goal-setting rather than strategy formation you get goals that, while valuable in themselves, may not add up to anything bigger”



**Traditional
strategic
planning can
miss the
STRATEGY
Part.**



**Sometimes
the BIG
QUESTIONS
don't get
answered.**

Example: Missing the Strategic (La Piana)

Mission: End hunger in our community

Their three strategic planning goals

1. Increase the diversity of our board
2. Develop a new staff training program to raise quality of services
3. Consider developing an endowment fund

Where is the strategic path to the mission?

Strategic

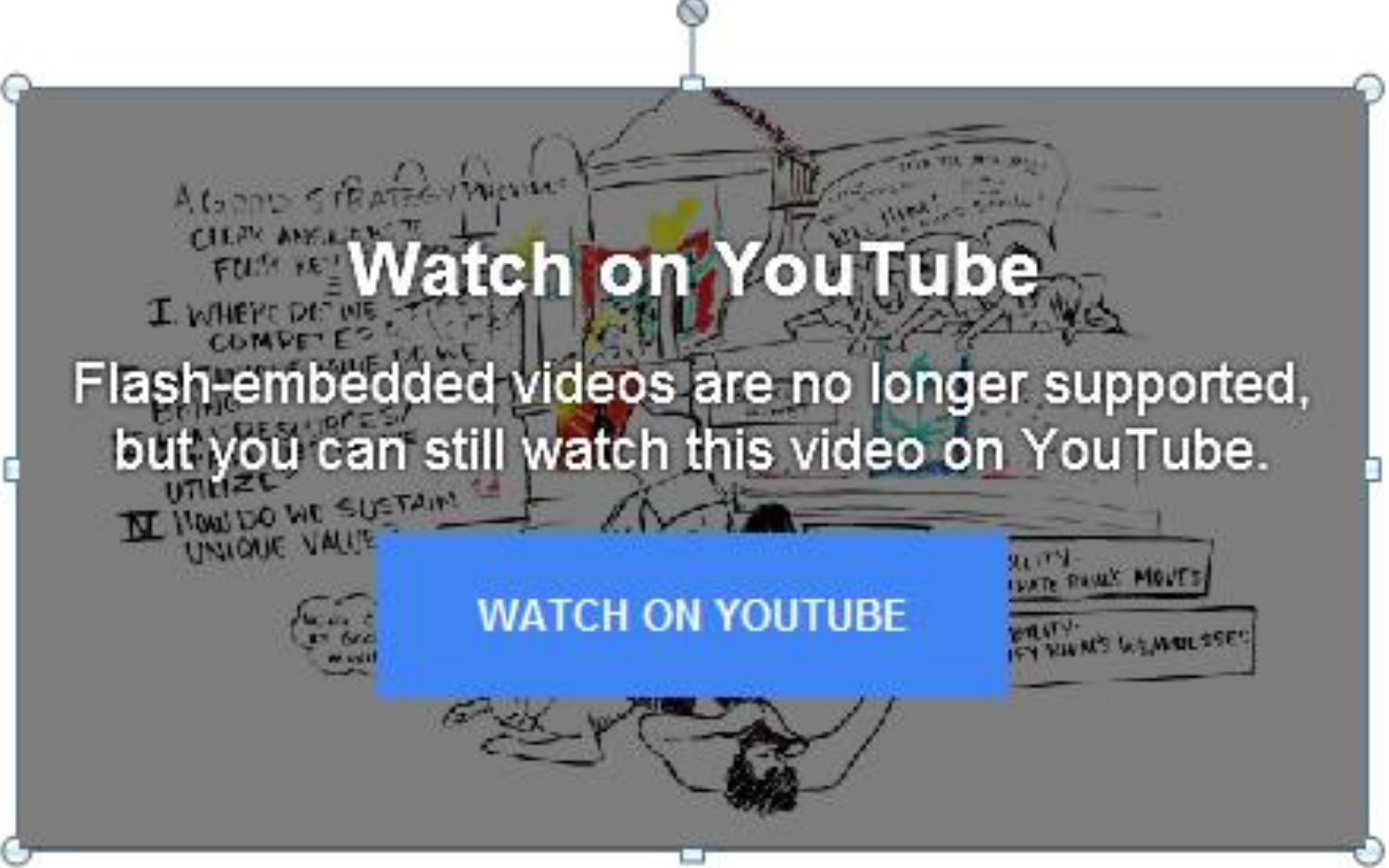
Decisions or plans designed to impact favorably the key factors on which the desired outcome of an organization (game, system, venture, or war) depends

Strategy

1. A method or plan chosen to bring about a desired future, such as achievement of a goal or solution to a problem.
2. The art and science of planning and marshalling resources for their most efficient and effective use. The term is derived from the Greek word for generalship or leading an army.

Strategic Plan

A broadly-defined plan aimed at creating a desired future.



Watch on YouTube

Flash-embedded videos are no longer supported, but you can still watch this video on YouTube.

The background is a hand-drawn sketch on a grey rectangular area. It features a central building with a dome, surrounded by various text elements and figures. On the left, there's a list of questions: 'A GOOD STRATEGY SHOULD...', 'CLIPY AND ENJOY...', 'FULLY RE...', 'I. WHERE DO WE...', 'COMPETE...', 'HOW DO WE SUSTAIN...', 'UNIQUE VALUE...'. On the right, there's a speech bubble saying 'THEY ARE A GOOD STRATEGY'. At the bottom, there's a figure of a person with a beard, possibly a historical figure, and some text that is partially obscured by a blue button.

WATCH ON YOUTUBE

<https://www.youtube.com/watch?v=TD7WSLeQtVw>

Key Questions around Strategy

- 1. Where do we compete?**
- 2. What unique value do we bring?**
- 3. What resources and capabilities do we utilize?**
- 4. How do we sustain our value?**

What are examples of a strategic decision?

or

Of a “not very strategic decision” ?

Who do you know who is strategic or a strategic thinker?

Why do you think so?

In this model

Goals

Objectives

Actions/tactics



The diagram consists of a large, dark blue rounded rectangle on the right containing the word "Strategies" in white. Two dark blue arrows point from this rectangle towards the left. The top arrow points towards the word "Goals", and the bottom arrow points towards the word "Objectives". The word "Actions/tactics" is listed below "Objectives" but has no arrow pointing to it.

Strategies

Are these STRATEGIC goals or are they tactics, low-level objectives, annual objectives?

Goals from various CAA Strategic Plans

1. Establish a marketing/development committee.
2. Assign the Board Governance Committee to review the current Board Orientation Handbook content and the most recent Board Self-Assessment. Develop list of orientation topics.
3. Create a succession plan for staff.
4. Improve employee recognition and appreciation.
5. Develop additional ways to reward staff (non-monetary) including professional growth opportunities.
6. Increase Board attendance.

Our building
is in a great
sought-after
location but it
is ugly and
falling apart.
No one
wants to
come here
for services
or work.

Let's start a "building buddy"
fund raiser for \$15,000. Then we
can paint the lobby and fix the
carpet!

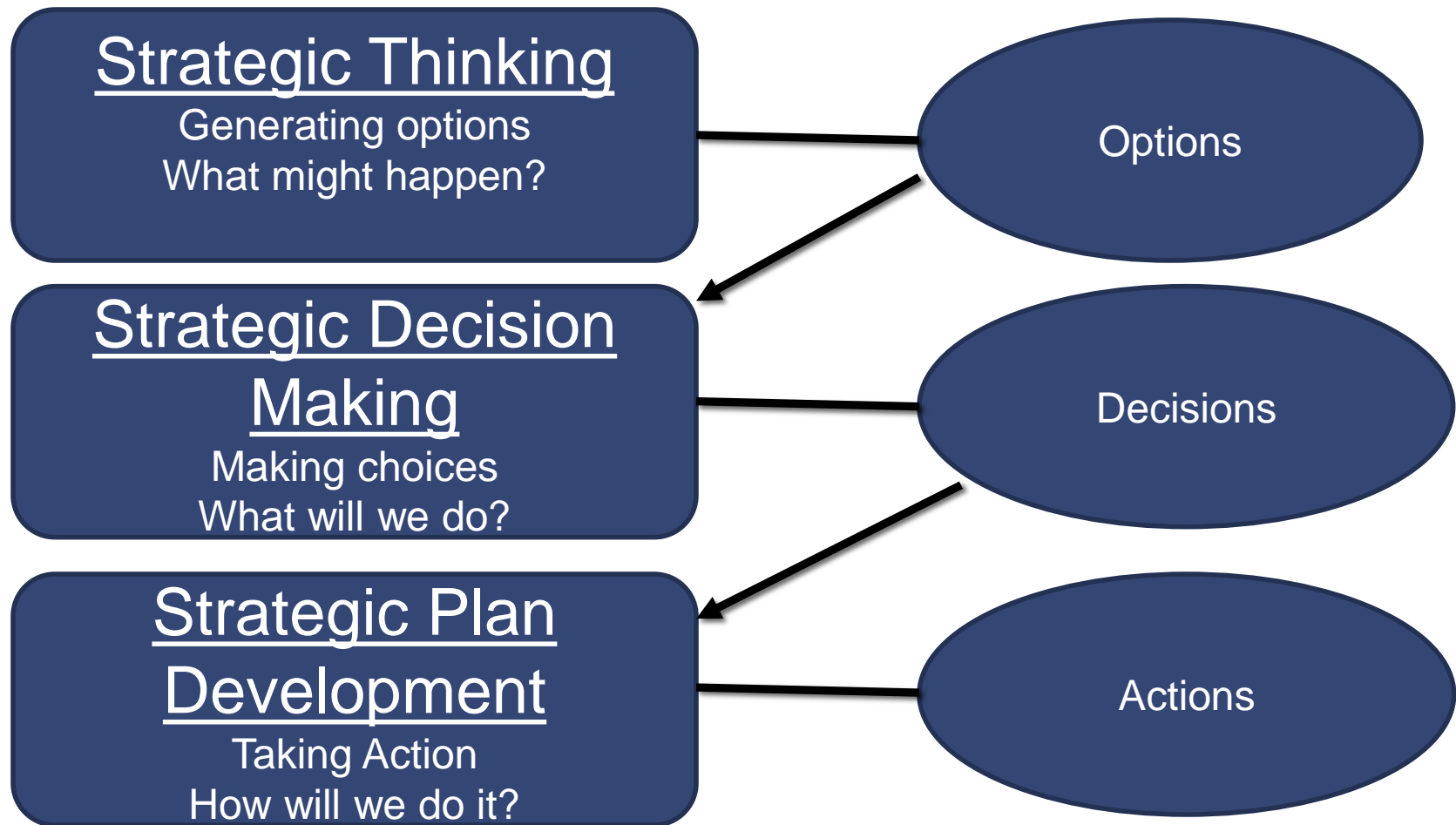
We know we need to align more
with our workforce partners.
The Regional Workforce Alliance
has space to rent.
Let's try selling this building and
co-locating with them.

A Different Planning Model

Strategic

Planning

Planning Approach



Strategic Thinking: Maree Conway

Strategic thinking is identifying, imagining and understanding possible and plausible alternative futures for your organization,

and using the knowledge gained to strengthen your thinking about your potential options to position your organization effectively in the external environment in the future,

in order to make better informed and more robust decisions about action to take today.



Strategic Thinking: Maree Conway

Strategic thinking is identifying, imagining and understanding possible and plausible **alternative futures** for your organization, and using the knowledge gained to strengthen your thinking about **your potential options to position your organization** effectively in the external environment in the **future**, in order to make better informed and more robust **decisions about action to take today.**



Strategic Thinking (Maree Conway)

How Do You Think Strategically?

Thinking big: do we understand how we connect and intersect with other organizations and the external environment? Think about the larger systems of which we are a part.

Thinking deeply: how deeply are we questioning the way we do things today? Do we operate from our interpretation of the past, or our anticipation of the future? Will our assumptions today be valid into the future?

Think of the future: how far into the future are we looking? Do we understand the shape of alternative futures for our organizations? Or, do we expect tomorrow will be more of today?

- *Strategic Thinking: what it is and how to do it.* Available from: https://www.researchgate.net/publication/253238955_Strategic_Thinking_what_it_is_and_how_to_do_it [accessed Sep 21, 2017].

Strategic Thinking



Big questions

You need direction so
you can plan and take
action

*How does this kind of
thinking feel?*

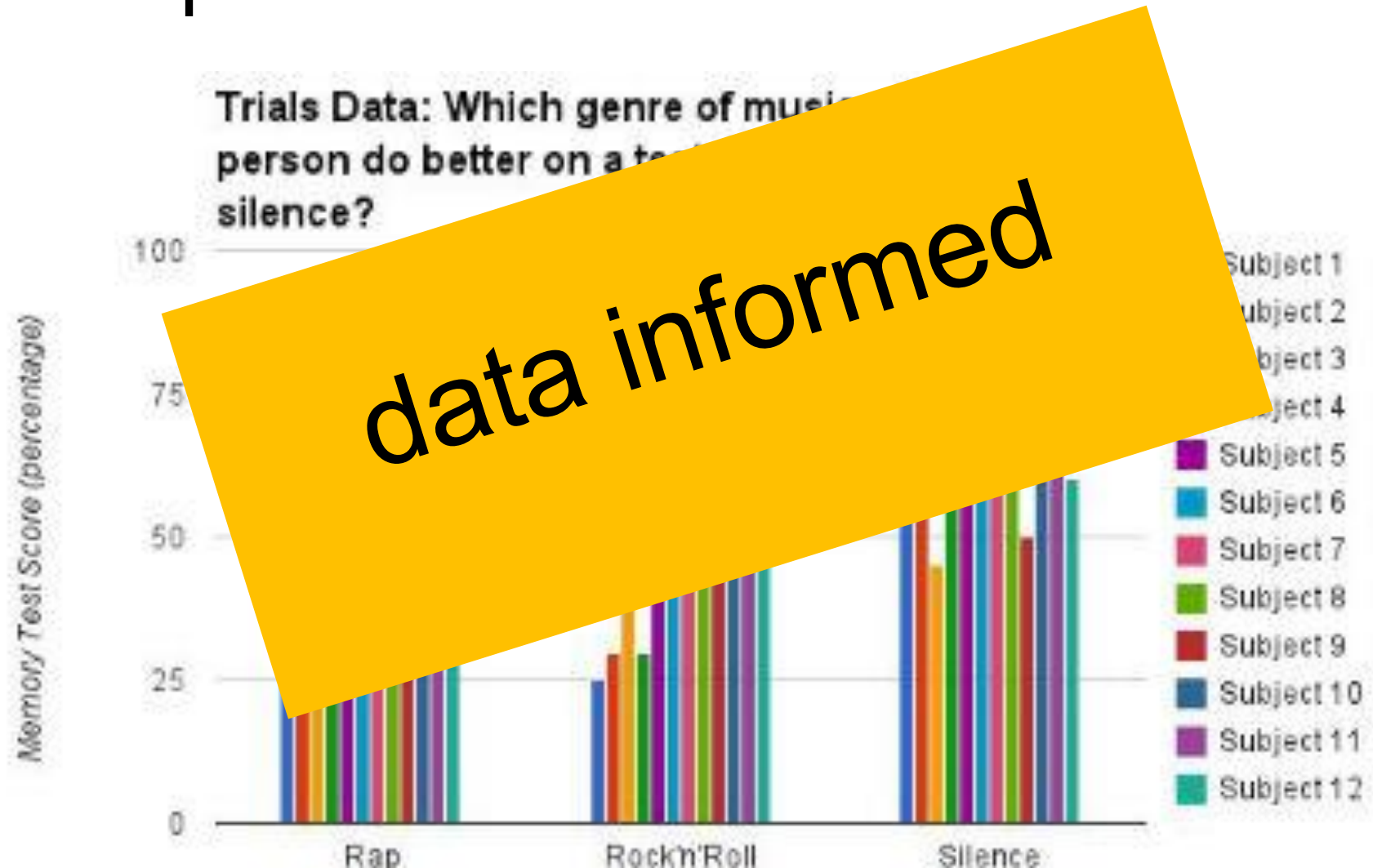
Should we merge?

Should we expand into
new geographic areas?

Should we consider
becoming a Community
Action Agency?

Other examples...

Thinking ➡ less risky and more comprehensive...



We need some facts and input to guide our thinking and decision making

1. Needs assessment results
2. Stakeholder input
3. SWOT analysis
4. Competitive Advantage analysis
5. Market awareness: trends, position, competition
6. Updated or additional secondary data

1. Comprehensive Community Needs Assessment

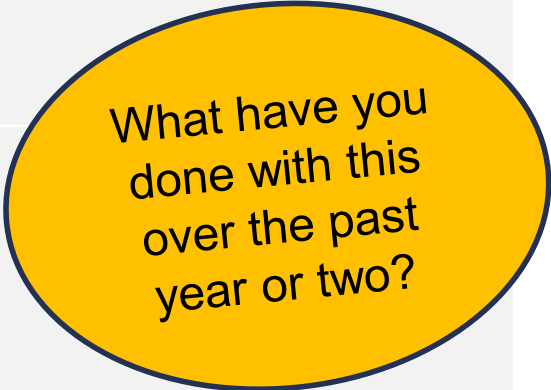
Example: Top 5 needs for Sunnyvale for 2016-19

Employment: computer and technology skill develop classes
must be bus-line accessible and free or low cost

Transportation: transportation from the city center to jobs and community college
Gathering spots is City Bus Station
Most needed destinations: (1) far west end corridor,(2) the community college and (3) the hospital
Must be low cost options; must run until midnight

Child/youth: more after school slots needed so parents can work
Low cost or sliding scale fees
School pick up especially Fox, Woodville and Bon Air .

Education & training: need computer access with internet
At-home computers with internet access for homework/training
More computers at libraries and open later each day



What have you
done with this
over the past
year or two?


Make clear linkages between the needs assessment and strategic plan

Employment: computer and technology skill develop classes	Community college has funds and facilities but classes are not convenient and need to start at a more basic level. We formed a work group w/ CC and other agencies to redesign. We need to consider funding 3 – 5 new classes and do recruitment.
Transportation: transportation from the city center to jobs and community college	A CITY issue. Determined we need big reform and City Council needs to wake up and add more bus lines. Rally the forces of human service advocates. Need board approval to be part of advocating to gov't.
Child/youth: more after school slots needed so parents can work	Consider a joint project with YMCA. Consider we pick up at the 3 schools. Expand our program by 20 slots and YMCA expands by 40 slots. Split the subsidy costs.
Education & training: need computer access with internet	<ol style="list-style-type: none">1. we: submit grants to foundations to purchase more computers at agency. Open 2 evenings.2. Present case to gov't for more library services

2. Stakeholder input

Methods: similar to needs assessment

- Group meetings
- Survey input
- Individual interviews with key informants



**Who do you want
input from for
strategic planning?**

Different questions:

- What do you think are the 3 most important roles for CAA in our community in the next 5 years?
- How can we most dramatically move people to self sufficiency?
- Where is there a leadership void? A resource void? Where should our CAA be taking a lead?
- What else? (group)

3. SWOT and similar alternatives

Strengths

S

Weaknesses

W

Opportunities

O

Threats

T

STRENGTHS

What do we do best?
What differentiates us from others?
(talents, resources, etc.)
What resources do we have?
What is our sustainable competitive advantage?
What do *other* people say we do well?

WEAKNESSES

What could we improve in order to achieve this mission?
In what ways are we not efficient?
What don't we do well?
What knowledge, talents, skills or resources are we missing?
What do customers complain about?

OPPORTUNITIES

How can we turn our strengths to opportunities?
How can we turn our weaknesses to opportunities?
Where is there space or need in the community for us?
Who are our strong partners? Who else could be?
What could be done today that isn't being done?
What is missing on the market?
Who can support us and how?

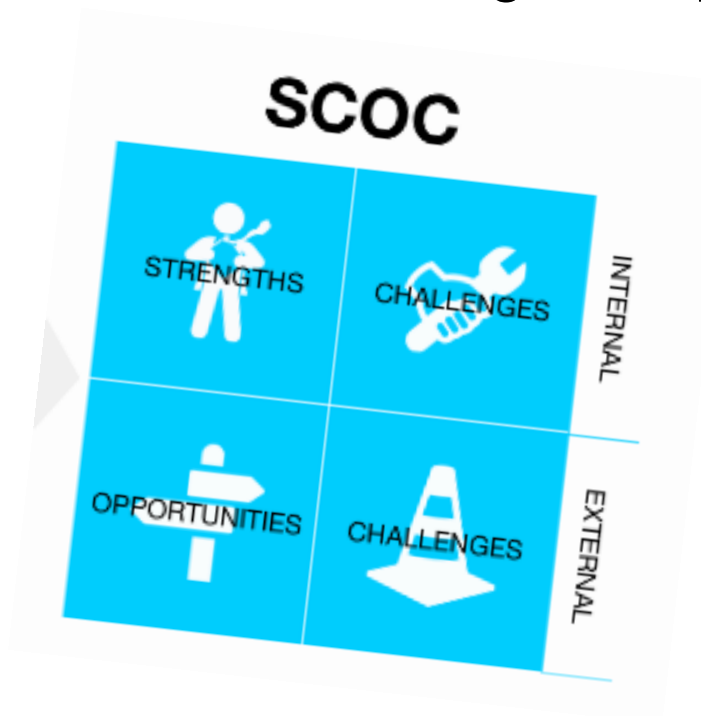
THREATS

What are the negative tendencies in play today?
What obstacles do we face?
Who might cause us problems in the future and how?
What is the competition doing that might cause difficulties for us?
Are there changes in our field or in the community that could threaten our success?

BE HONEST, avoid boilerplate, focus externally

Alternatives to SWOT

- SOAR – Strengths, Opportunities, Aspirations and Results
- SOPA – Strengths, Opportunities and Positive Action



47 people clipped this slide

Clip slide

The dimensions of SCORE

- **Strengths / services / support**
 - existing capabilities and resources, potential for synergies
- **Challenges / capabilities needed**
 - 'weaknesses' indicate needed capabilities and resources
- **Options / opportunities and risks**
 - opportunity is also risk, risk is also opportunity
- **Responses / returns / rewards**
 - probable or emergent consequences of action or inaction
- **Effectiveness**
 - efficient, reliable, elegant, appropriate, integrated

TETRADIAN
the future of business



4. Competitive Advantage

Your competitive advantage: what your organization does better than similar organizations. The attributes that allow you to outperform others.

- **What are you best at or what could you be best at?**
- **What makes your organization unique?**
- **Why do people donate to your organization?**
- **Why do people volunteer for your organization?**
- **Why do people come to you for services or partnerships?**

Build these into your strategic planning. These are advantages that you bring to the table. They help you succeed in a competitive/collaborative environment. Set goals that maximize and maintain those advantages.

5. Market Analysis: Trends, position, competition



6. Updated and other secondary data gathering

- Updates to secondary data from your needs assessment (demographics, community indicators, etc.)
- Customer satisfaction data
- Other strategic or long range plans
 - Local government
 - Planning District Commission
 - Workforce development
 - Other nonprofit agencies
 - Others...
- What other data or input will you consider?



How will I digest the data
for the committee?
Will they read reports?
Do I need to do summary
presentations? Prepare a
reference notebook?
What data does the whole
board need vs. just the
strategic planning
committee?



Strategic Thinking

Strategic Decision Making



Strategic Decision Making: *The process of selecting the best choice from a number of alternatives*



The best decisions:

- Are conscious, explicit, deliberate
- Consider both benefits and risks (risks to your brand, customers, competitive risks)
- Consider a range of alternatives. Don't jump to the first idea.
- Are manageable. Fewer, not more.

Making Difficult (Strategic) Decisions is HARD!

- **Uncertainty**
- **Complexity**
- **Alternatives**
- **High-risk consequences**
- **Interpersonal issues**

Fear and
discomfort are
okay.

The goal is not
consensus.

Decision Supporting



Force Field Analysis

Driving Forces



Restraining Forces



Status Quo

Desired State

Force Field Analysis

Should we stop doing our emergency assistance program and start doing a job training program?



Driving Forces

- Outdated program models
- Declining team morale
- A need to increase profitability.
- A volatile, uncertain operating environment.
- No measurable impact.
- Changing demographic trends.
- Job training is top need.
- Good wage jobs are available.

Restraining Forces

- Fears of the unknown.
- Existing organizational structures.
- "That's not how we do it here"
- Existing commitments to partner organizations and clients
- Government regs we don't know
- Negative public reaction
- Might have to lay off staff we like

You can rate each force, from 1 (weak) to 5 (strong), and total each side. Or you can leave the numbers out completely and focus holistically on the impact each has. Can you remove or reduce some of the restraining forces?

Decision Matrix



- https://www.mindtools.com/pages/article/newTED_03.htm

Decision Matrix

1. Pick 3 criteria
2. Set weights, if you want
3. Complete ratings
4. Total your scores

1 = LOW; 3 = OKAY ; 5 = GOOD

1= NO ; 3 = MAYBE; 5 = YES

<u>Criteria</u>				
<u>Weight</u>				Total

Decision Matrix

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1 = LOW; 3 = OKAY ; 5 = GOOD

1= NO ; 3 = MAYBE; 5 = YES

<u>Criteria</u>	High need in our needs assessment	We have the skills/talent to do this.	Builds sustainable self-sufficiency	Our donors and funders will love this.	
<u>Weight</u>	x 3		x3		Total
Double our afterschool program and add pick up at Fox, Woodville and Bon Air schools.					
Accept the leadership role of the Coalition to Combat Opioid Abuse					
Sell our building and co-locate with the Workforce Development program					

Decision Matrix

1. Pick criteria
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<u>Criteria</u>	High need in our needs assessment	We have the skills/talent to do this.	Builds sustainable self-sufficiency	Our donors and funders will love this.	
<u>Weight</u>	x 3		x3		Total
Double our afterschool program and add pick up at Fox, Woodville and Bon Air schools.	5 X 3 = 15	3	3 X 3=9	1	28
Accept the leadership role of the Coalition to Combat Opioid Abuse	3 x 3=9	3	1	5	18
Sell our building and co-locate with the Workforce Development program	1	1	5 X 3=15	3	20

What criteria to use for strategic planning? Some ideas.

High priority from key stakeholders	It's low cost but high visibility	Our donors will love it	Prepares us for our preferred future.
Must do this in order to keep current funding streams	There are existing resources and programs to address problem	Community assets can be used in this approach	
Easy, short-term wins	Positioning; improves our visibility and brand	Other programs will suffer if this is not done.	
People power, passion are present.	Mission alignment	The availability of financial resources needed to address the issue adequately	
It's gutsy	The readiness of the community to recognize and address the issue.	We have the capacity and skills to do this within the next 4 years.	

Decision Making

How to Make Better Decisions

55
TOOLS

On this page, you can learn 55 skills that help you make better decisions. These range from techniques for setting the scene for effective decision making, through tools that help you choose between different options, to skills for deciding whether to run a project or not. You can also learn how to make sound financial choices, and make good decisions as part of a group of people with differing opinions. Enjoy learning these skills!

Browse Tools by Category

[Start Here \(2\)](#)

[Decision Making Models \(6\)](#)

Choosing Between Options (9)



What is Prospect Theory?

Anticipating People's Reactions to Risk and Uncertainty

Decision Matrix Analysis

Making a Decision by Weighing Up Different Factors

Paired Comparison Analysis

Working Out Relative Importances

The Analytic Hierarchy Process (AHP)

Choosing By Weighing Up Many Subjective Factors



Conjoint Analysis

Measuring Buyer Preferences

Pareto Analysis

Choosing the Most Important Changes to Make

Decision Tree Analysis

Choosing by Projecting "Expected Outcomes"

The Quantitative Strategic Planning Matrix (QSPM)

Choosing the Best Strategic Way Forward



1. ✓ What is strategy and strategic? and what is not?
2. ✓ Strategic thinking
3. ✓ Data to support the decisions
4. ✓ Strategic decision making and related tools
5. Where do we think and plan? (practice)
 - Organizational level
 - Programmatic level
 - Operational level
6. Putting the Plan together
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7. Back to the beginning: Planning, structure, logistics
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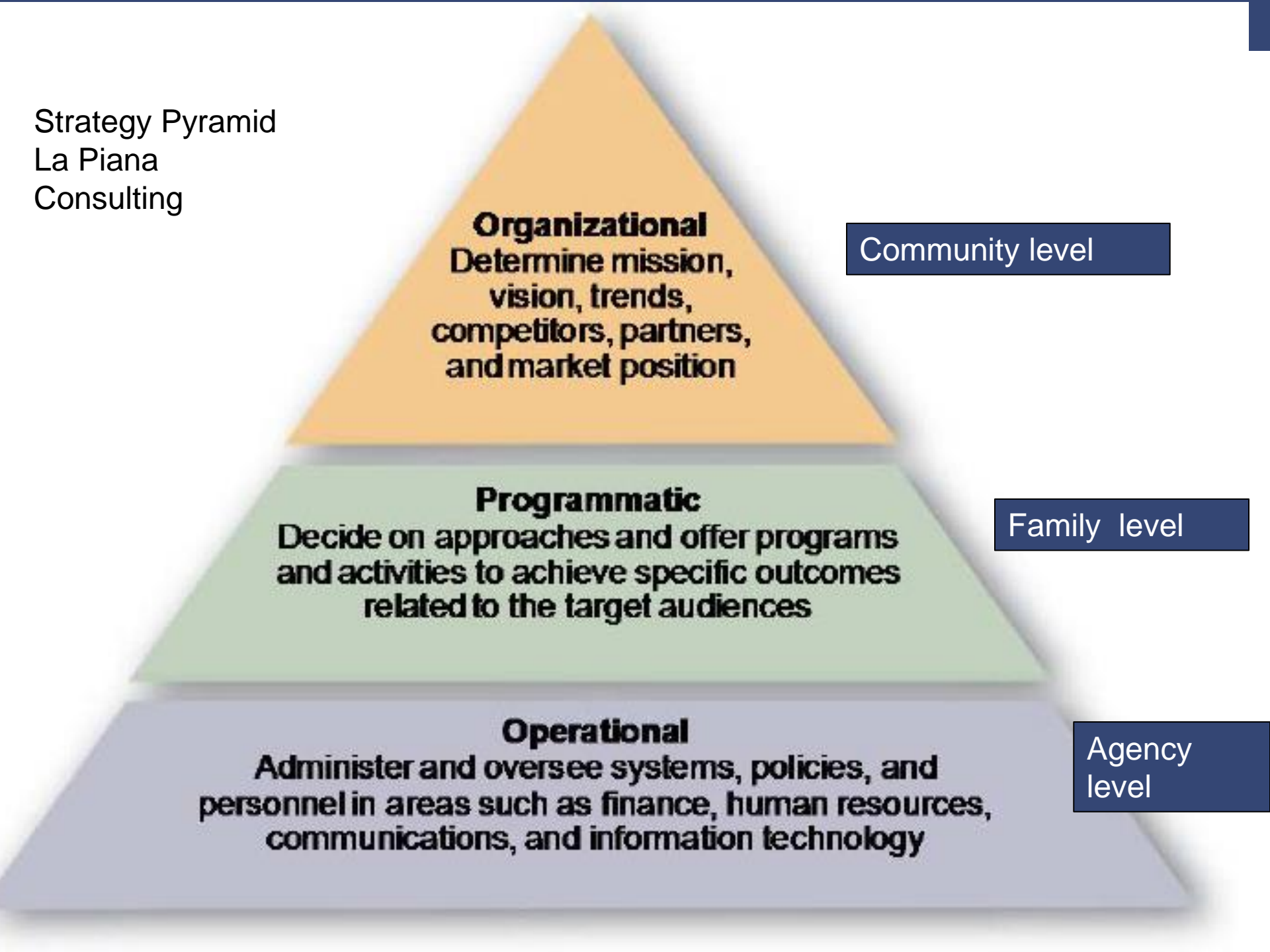
Where do you do that strategic thinking?

David La Piana's work: The Nonprofit Strategy Revolution

The Strategy Pyramid is an organizing tool to help think about categories of nonprofit strategy.

It is a graphic of the categories or types of challenges that confront nonprofits.







- Mission, Vision, Values
- Trends, competitors: where will we compete and excel?
- Systems change. Innovation.
- Who and what is our agency in the larger system?
- Identify, direction, brand, position.
- Relationships: competitive and collaborative.
- Often external focused. Position.

Program Level

Strategy Pyramid
La Piana
Consulting

Programmatic

**Decide on approaches and offer programs
and activities to achieve specific outcomes
related to the target audiences**

- What programs should we offer and at what scale?
- Where should the programs be located?
- Are there recent developments or changes in approaches we need to consider?
- What are new or emerging needs?
- How will we work with other programs, agencies, systems?

Family level
in CSBG

Operational
Administer and oversee systems, policies, and personnel in areas such as finance, human resources, communications, and information technology

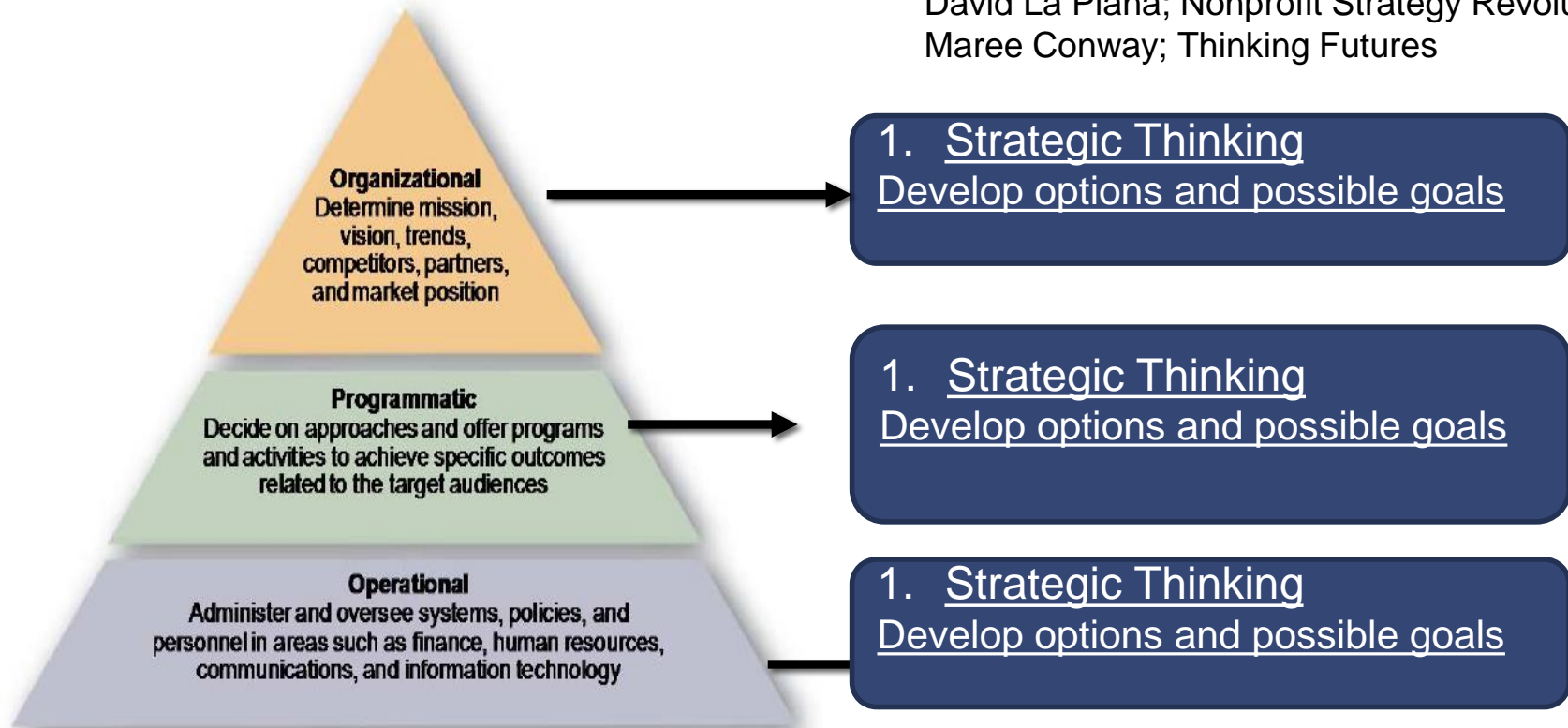
- Financial management, fund raising, recruiting and supervising staff, other HR, board development, facility management
- What systems, policies and processes do we need?
- What are our long term staffing and financial needs?
- Have regulations changed? Funding models changed?

Putting it all together



Approach

David La Piana; Nonprofit Strategy Revolution and
Maree Conway; Thinking Futures



2. Strategic Decision Making

3. Strategic Plan Development Taking Action How will we do it?

Let's practice!

Our group's agency

1. Happy Valley CAA

2. Snapshot

- a) Year started: 1967
- b) Service area: One small city (40,000) plus 3 counties which are suburban and rural.
- c) Characteristics: high growth area of the state, new industries especially tech and tourism. Pockets of poverty mostly in the City (14% poverty) but median income overall is \$55,000. Same CAA director of past 15 years. We take few risks. Save our money. Lots of reserve funds.
- d) Top 4 current programs delivered: HeadStart; Healthy Families Home Visitation Program; Financial Literacy and Job Prep; Older Adults lunchtime meals and socialization program.

Analysis of data

Cluster of findings around population changes

D
D
D

organizational

Cluster of findings around substance abuse in the community

D
D
D

organizational

Cluster of findings around the agency's physical space

D
D
D

Operational

ETC!!!

Cluster of findings around lack of measureable results

D
D
D

Programmatic

Cluster of findings around declining health in the region

D
D
D

Programmatic

Cluster of findings around early childhood

D
D
DD

Programmatic
OR

organizational

Cluster of findings around fiscal strength of the agency

D
D
D

Operational



Organizational Level

- Mission, Vision, Values
- Trends, competitors: where will we compete and excel?
- Systems change. Innovation.
- Who and what is our agency in the larger system?
- Identify, direction, brand, position.
- Relationships: competitive and collaborative.
- Often external focused. Position.

Strategic Thinking

What are our BIG questions or opportunity areas?
What are options of how we could respond to each?
What is our recommended option?
State goals / strategy

An orange triangle with a dark blue outline, pointing upwards. It is positioned on the left side of the slide.

Organizational Level

- Mission, Vision, Values

Strategic Thinking

What are our BIG questions or opportunity areas?
What are options of how we could respond to each?
What is our recommended option?
State goals / strategy

Happy Valley CAA

Vision
Mission
Values

How do you
facilitate this?



Vision – Big picture of what you want to achieve. It provides a destination for the organization.

Mission – General statement of how you will achieve the vision. This is a guiding light of how to get to the destination.

Core Values – How you will behave during the process.

Panhandle Community Services

The Vision of Panhandle Community Services is that low-income people will have the power to live independent of government assistance.

Our Mission is to work with community partners to change lives and lead change for low-income people bridging the gap from poverty to self-sufficiency.

Values

Stewardship: We will strive to be transparent, accountable and 100% compliant throughout all organizational practices and manage our resources well.

Integrity: We expect honesty among staff, boards, families and the communities we serve. We will strive to undergo every activity with the upmost ethical character.

Respect: We will complete all our work and handle every interaction with dignity and esteem to inspire all we come in contact with.

Excellence: We strive for a completely professional environment where pride and character of each member of this organization transcends the expectations of the individuals, families and communities we serve.

Salisbury-Rowan Community Action Agency

Vision

Everyone will have an opportunity for success in life.

Mission

Salisbury-Rowan Community Action Agency, Inc. provides services for individuals, children and families to enhance their quality of life and promote opportunities for self-sufficiency.

Guiding Principles

Accountability

Advocacy

Collaboration

Communication

Customer Service

Integrity

Performance-Driven

Respect

Technology

Transparency

Community Action Duluth

Vision

Individuals and families in the Duluth community prosper with access to quality education, affordable housing, healthcare, gainful employment and meaningful involvement in civic life. Through partnerships, people with low income find support, resources and relationships, which helps them overcome economic, racial, and cultural barriers to establishing and maintaining self-sufficient and connected lives.

Mission

The Mission of Community Action Duluth is to empower and engage our community to eliminate poverty, and create prosperity and equity in the lives of the people we serve.

Values

Respect: We value the strengths and assets of all people and organizations with whom we partner.

Integrity: We believe in honest listening, processing information accurately, and following through on our commitments.

Cultural Competence: We value meaningful relationships between people of diverse cultural, racial, and socioeconomic backgrounds.

Optimism: We believe it is possible for Duluth residents and organizations to improve the quality of life for everyone.

Community Action Agency serving Oakland and Livingston Counties

Our Vision

To break the cycle of poverty, reaching the day when all families and communities thrive.

Mission Statement

To empower families and communities to gain the knowledge, skills and resources needed to improve their quality of life.

Our Values

Compassion: Serving our clients with dignity, respect and care

Progress: Pushing ourselves toward thoughtful, creative, long-term solutions

Diversity: Embracing a wide array of viewpoints and possibilities

Integrity: Doing the right thing in all we do

Collaboration: Partnering with all who can help us help others

Stewardship: Managing fiscal and programmatic resources responsibly and ethically

Advocacy: Putting voice with action in pursuit of our vision

Community Action House, Holland, MI

Vision

End poverty in our community and help families prosper.

Our Mission

Provide area families and individuals with food, clothing, shelter and the opportunity to build necessary skills to achieve a stable and prosperous life.

Our Values

Ethical: We hold ourselves to a high standard of conduct and practice fair treatment of all.

Team-Oriented: We work together in harmony with a willingness to achieve the mission of the organization.

Dedicated: We advocate for change and seek ways to improve service.

Professional: We maintain boundaries, work within our own competence, and preserve our personal well-being.

Culturally and Ethically Sensitive: We respect the importance of diversity.

- **empower and engage our community** to eliminate poverty, and create prosperity and equity in the lives of the people we serve.
- to **work with community partners** to change lives and **lead change** for low-income people bridging the gap from poverty to self-sufficiency.
- to **empower families and communities** to gain the knowledge, skills and resources needed to improve their quality of life.
- **provides services** for individuals, children and families to enhance their quality of life and promote opportunities for self-sufficiency.
- **provide area families and individuals with food, clothing, shelter** and the opportunity to build necessary skills to achieve a stable and prosperous life.

Values

Integrity
Integrity
Integrity
Integrity

Respect
Respect
Respect

Stewardship
Stewardship

Collaboration
Collaboration

Advocacy
Advocacy

Accountability
Communication
Compassion
Cultural Competence
Customer Service
Diversity
Excellence
Optimism
Performance-Driven
Progress
Technology
Transparency



A big difference between:

➤ Changing your agency mission

➤ Updating
(wordsmithing)
your mission
statement

Let's look at the **Organizational (community)** level first

- What will our community look like in 5 years? How should this influence our goals?
- What does the “system” look like? Leaders? Competitors? Partners?
- What opportunities and threats exist?
- What did our competitive and marketing analyses tell us?



What did data tell us?

organizational

Cluster of findings around population changes

- Hispanic population increased from 6% to 20%: high poverty.
- English as second language: projected to be 40% in 5 years.
- HV CAA not diverse, welcoming, culturally skilled

Cluster of findings around early childhood

- Huge need and priority in our region;
- Lots of attention and interest in this field;
- HV CAA has a strong program and reputation; Cutting edge.
- HV CAA chairs the local early childhood coalition

Cluster of findings around substance abuse

- Opioids are #2 cause of death in the region;
- The local coalition is floundering; our CAA has been asked to take the lead; Some funding is available.
- Our CAA clients are impacted;
- A coordinated, regional approach is needed.

organizational

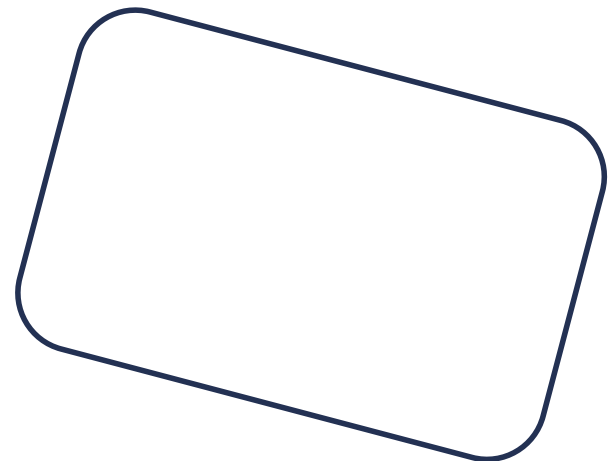
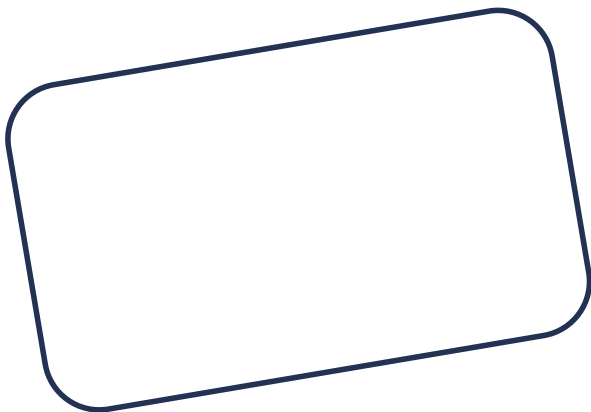
Programmatic
OR

organizational

What other big strategic questions are there?

(in addition to those identified through your data review)

Discuss and identify these.
Add to the discussion list.



Choose an area/opportunity/dilemma to discuss.

Organizational
Level

Cluster of findings around substance abuse

- Opioids are #2 cause of death in the region;
- The local coalition is floundering; our CAA has been asked to take the lead; Some funding is available.
- Our CAA clients are impacted;
- A coordinated, regional approach is needed.

1. Understand the findings and input.
2. What is the key strategic issue or opportunity? The BIG QUESTION?
3. What is your desired future?
4. What are options of strategies that can get you there?
5. What is your recommended action or goal?

Thinking big
Thinking deeply
Think of the future

Organizational / Community Level Goals

Full group
Practice

1. Topic: substance abuse

- Opioids are #2 cause of death in the region;
- The local coalition is floundering; our CAA has been asked to take the lead; Some funding is available.
- Our CAA clients are impacted;
- A coordinated, regional approach is needed.

2. What is the BIG QUESTION

Will we take a big leadership role in the substance abuse arena?
If so, how?

3. Develop options

4. Make a decision.
Consider using a decision making tool

5. Goal and strategies for consideration

Organizational / Community Level Goals

Full group

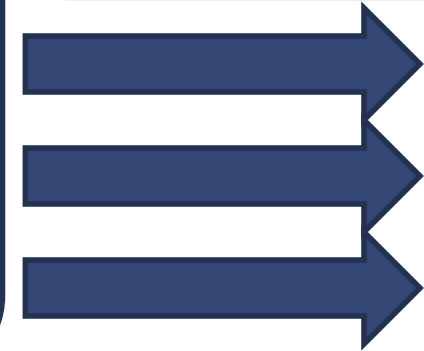
Cluster of findings around early childhood

- Huge need and priority in our region;
- Lots of attention and interest in this field;
- We have a strong program and reputation; Cutting edge.
- We chair the local early childhood coalition

Big Question?

**How should we
maximize our
competitive
advantage in the
early childhood
arena?**

3. Develop options



4. Make a decision.
Consider using a decision
making tool

5. Goal and strategies for consideration

Table Exercise

1. Happy Valley CAA
2. Snapshot
 - a) Year started: 1967
 - b) Service area: One small city (40,000) plus 3 counties which are suburban and rural.
 - c) Characteristics: high growth area of the state, new industries especially tech and tourism. Pockets of poverty mostly in the City (14% poverty) but median income overall is \$55,000. Same CAA director of past 15 years. We take few risks. Save our money. Lots of reserve funds.
 - d) Top 4 current programs delivered: Head Start; Healthy Families Home Visitation Program; Financial Literacy and Job Prep; Older Adults lunchtime meals and socialization program.

What's our mission?



Organizational (community) Groups

Table
exercise



- What will our community look like in 5 years? How should this influence our goals?
- What does the “system” look like? Leaders? Competitors? Partners?
- What opportunities and threats exist?
- What did our competitive and marketing analyses tell us?

Organizational (community) Groups

Table exercise

1. Cluster of findings:

(pick one from the scenarios given)

2. BIG QUESTION

What is our desired future here?

3. Develop options

4. Make a decision.
Consider using a decision making tool

5. Goal and strategies for consideration

Programmatic (Family) Groups

Programmatic

**Decide on approaches and offer programs
and activities to achieve specific outcomes
related to the target audiences**

- What programs should we offer? What should we stop?
 - Where should programs be offered?
 - Who should be targeted?
 - What approaches are most likely to succeed?
 - How do we reach our intended outcomes?
-
1. What does the data tell us?
 2. Needs assessment results are vital here
 3. What are the BIG QUESTIONS?
 4. Examine competitive advantages, competitors, partners, trends

Program / Family Level Goals

Table exercise

1. Cluster of findings
around D
D
D

2. BIG QUESTION

What is our desired
future here?

3. Develop options

4. Make a decision.
Consider using a decision
making tool

5. Goal and strategies for consideration

Ask CORE questions about each program. No sacred cows!

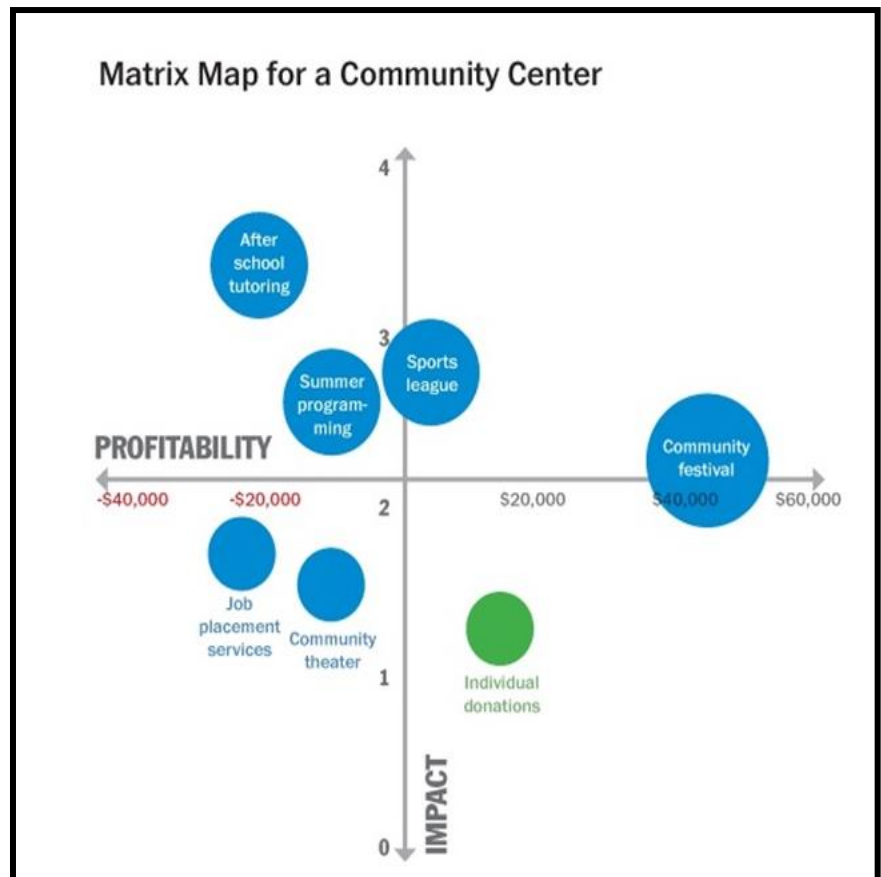
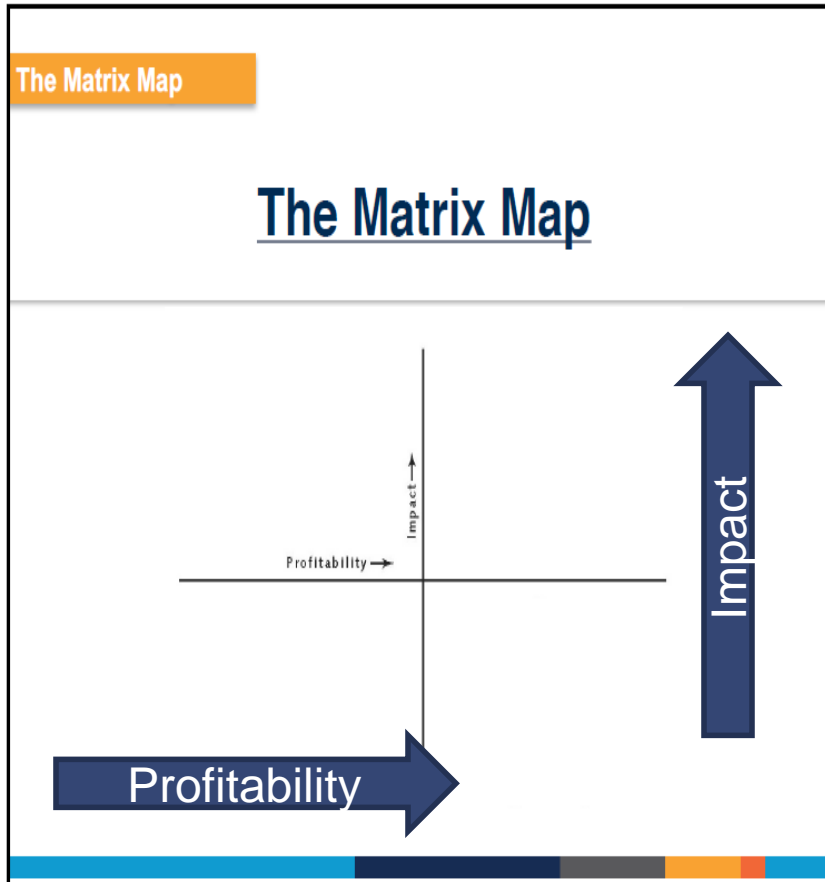


Do you **have** impact?

1. Define your programs.
2. State the desired impact.
3. For each program ask: Does this program...
 - strongly contribute to your intended impact?
 - get executed with excellence?

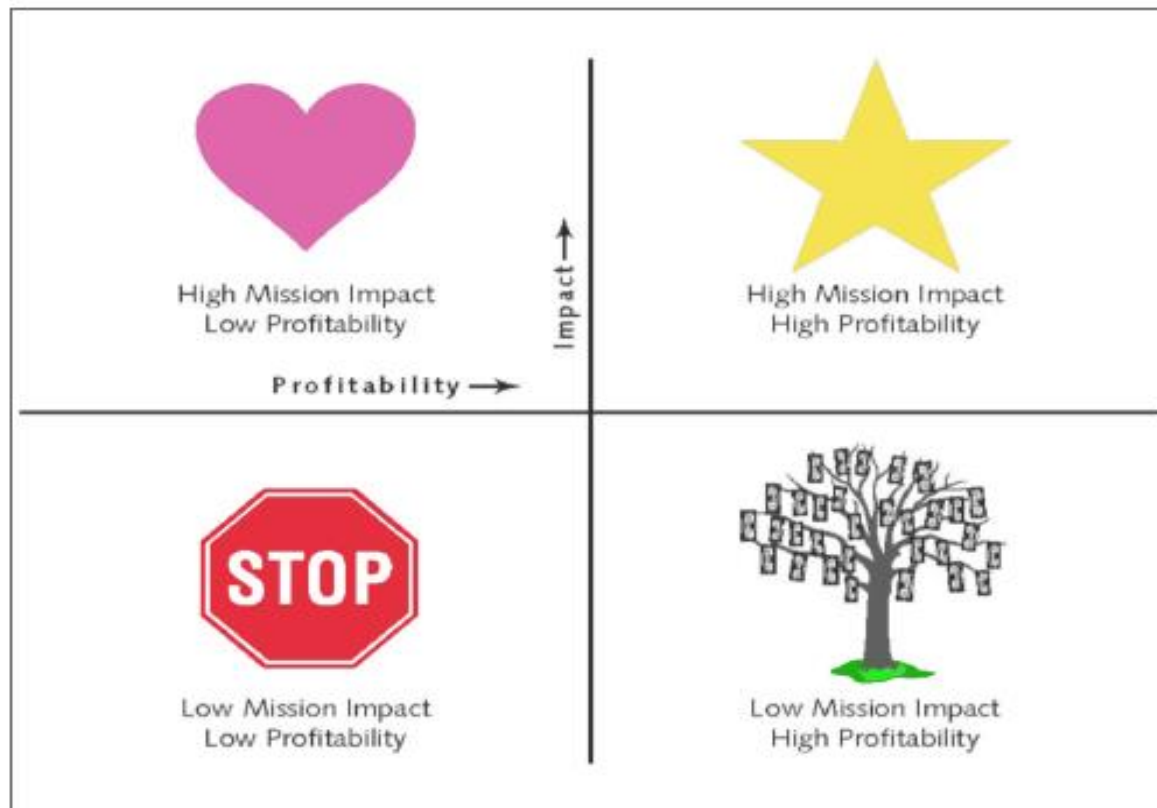
Can you articulate your theory of change?








A tool to examine impact and profitability



The Sustainability Mindset by S. Zimmerman and J. Bell;

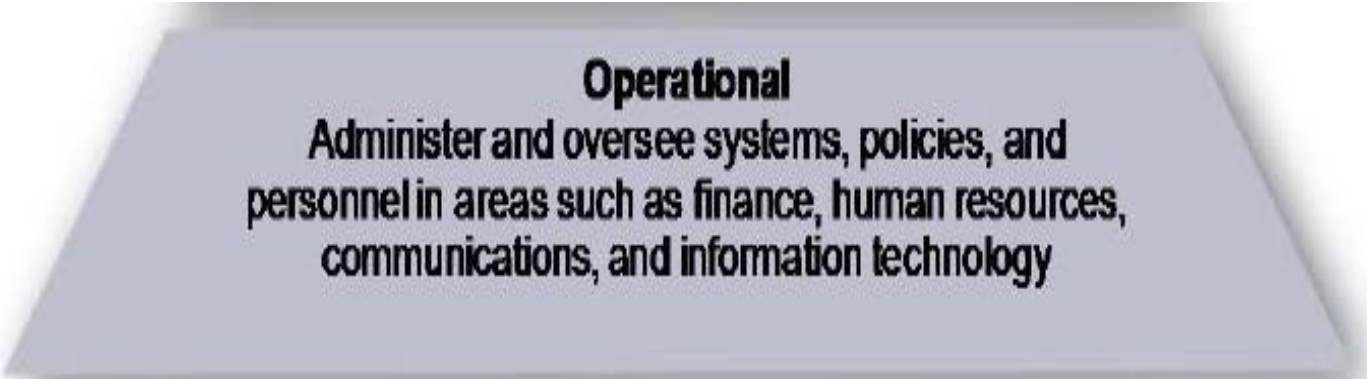
The Matrix Map



Business Line	Quadrant	Imperative	Action
Community Festival		Invest & grow	Formed a committee to explore ways of expanding and committed resources to growth.
Sports League		Invest & grow	Expanded sports offerings and developed marketing plan for more participants.
After School Tutoring		Keep. Contain costs.	Set limit of number enrolled to maintain average time with each student.
Summer Programming		Keep. Contain costs.	Set limit of number enrolled to maintain student/teacher ratio.
Job Placement Services		Close or give away	Transferred services to local organization.
Community Theater		Close or away	Stopped production. Some productions picked back up as all volunteer effort.
Individual Donations		Keep watering. Increase Impact.	Focused message on impact. Refreshed annual ask.

The Sustainability Mindset by S. Zimmerman and J. Bell;

Operational Groups (Agency)



Operational
Administer and oversee systems, policies, and personnel in areas such as finance, human resources, communications, and information technology

- This is the underpinning of the other strategic goals: what is needed to support that work?
- Consider board development, finance, fund raising, staffing, technology

1. What does the data tell us?
2. What are the BIG QUESTIONS?

Operational / Agency Level Goals

Table exercise

3. Develop options

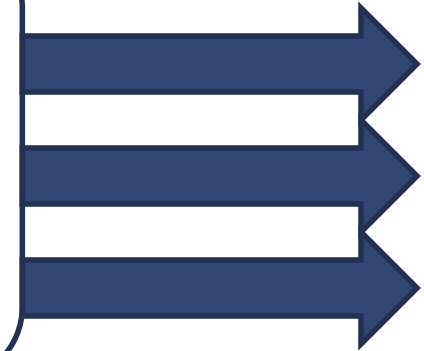
1. Cluster of findings

2. BIG QUESTION

What is our desired future here?

4. Make a decision.
Consider using a decision making tool

5. Goal and strategies for consideration



Report out



Reflection: Organizational Level

- How did (would) you facilitate meaningful discussion?
 - Were you able to maintain a big picture, community level focus?
 - How large a group should have these discussions?
 - What are the roles of staff and board members?
 - How did you make decisions?
-
- How would this work in real life?
 - How many BIG QUESTIONS could you tackle in one meeting? What kind of prep would the group need?

Report out



Reflection: Programmatic Level

- Was this programmatic level harder or easier?
 - Did staff have different levels of input?
 - How did your recent needs assessment inform this discussion?
 - Did you consider newer or different models?
 - How do you move past “we’ve always done these programs” and “we wouldn’t want to lay off any staff”
-
- How would this work in real life?
 - What kind of prep would the group need?

Report out



Strategic Goals and Key Strategies

Operational

Administer and oversee systems, policies, and personnel in areas such as finance, human resources, communications, and information technology

Reflection: Operational Level

- Was this operational level harder or easier?
 - Did staff have different levels of input?
 - How can you insert a fiscal overlay (can we afford this?) without nixing everything?
-
- How would this work in real life?
 - What kind of prep would the group need?

Step back. Examine the whole.

- **Do your proposed goals and strategies activate your mission to achieve impact? Will these goals help you get to your preferred future?**
- **Do they hang together and support each other?**
- **Do you have too many goals? Not enough?**
- **Did you get to the BIG QUESTIONS?**
- **Have you examined financial feasibility without automatically nixing new expenditures?**

HELP! We have too many goals!

1 = LOW; 3 =
OKAY ; 5 = GOOD

{1=no; 3 =
maybe; 5 = yes}

Criteria

Weight

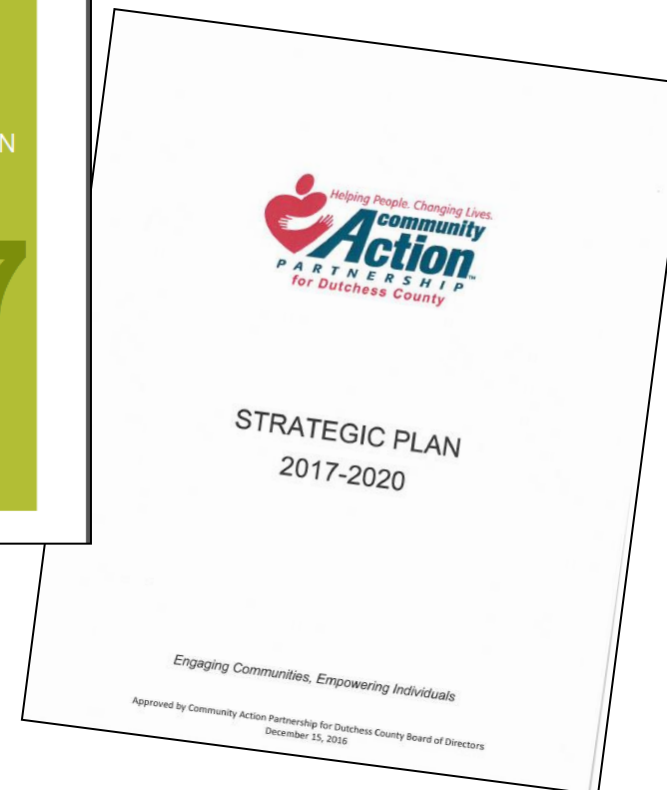
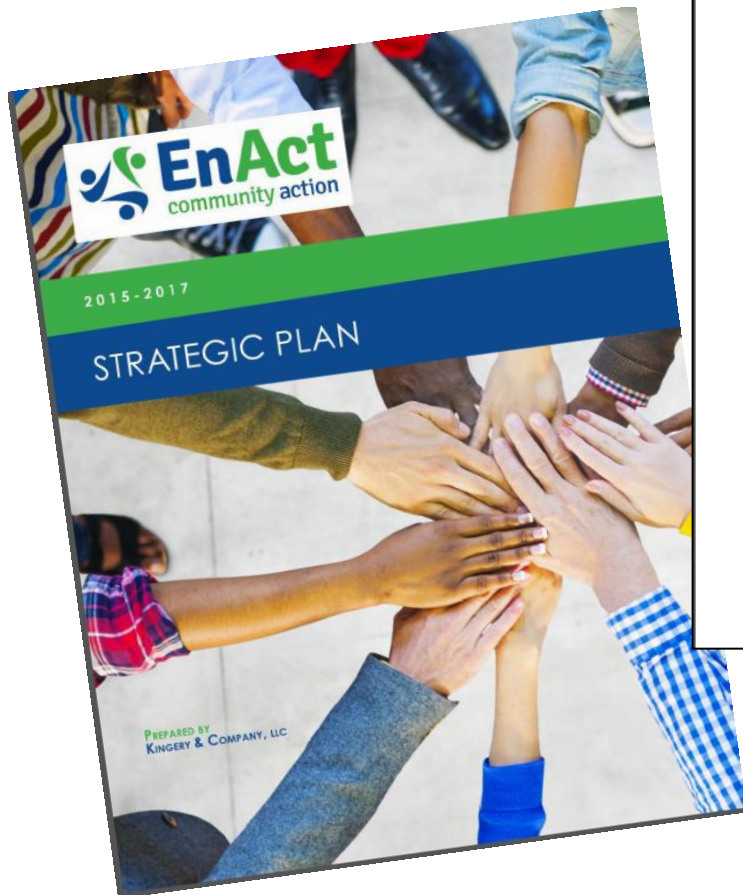
Total

Consider
using a
decision
making tool
to narrow
them down



1. ✓ What is strategy and strategic? and what is not?
2. ✓ Strategic thinking
3. ✓ Data to support the decisions
4. ✓ Strategic decision making and related tools
5. ✓ Where do we think and plan? (practice)
 - Organizational level
 - Programmatic level
 - Operational level
6. Putting the Plan together
 - CSBG Org Standards
 - Elements and structure
7. Back to the beginning: Planning, structure, logistics
8. Wrap up

Putting your plans into a PLAN



Strategic Plan Development
Include CSBG Organizational Standards requirements

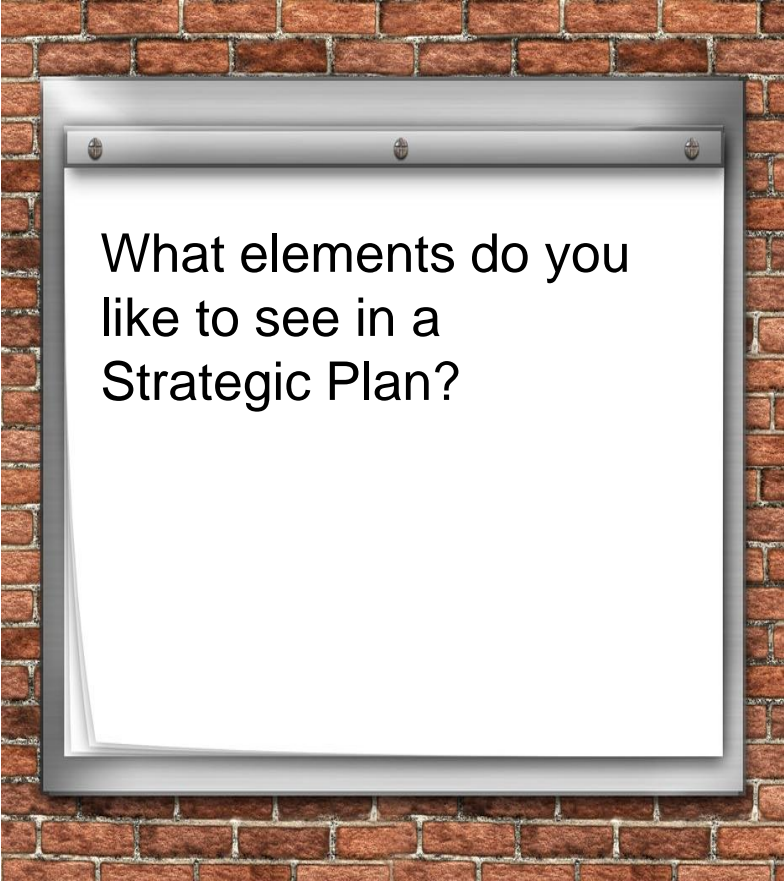
At a minimum, CAAs must develop a strategic plan that meets the following Organizational Standards :

- 4.3 To develop of a Community Action Plan and Strategic Plan document using the full ROMA cycle or comparable system (assessment, planning, implementation, achievement of results, and evaluation) and the services of a ROMA-certified trainer (or equivalent) to assist in implementation.
- 6.1 To have an agency-wide strategic plan in place approved by the governing board/advisory body within the past 5 years.

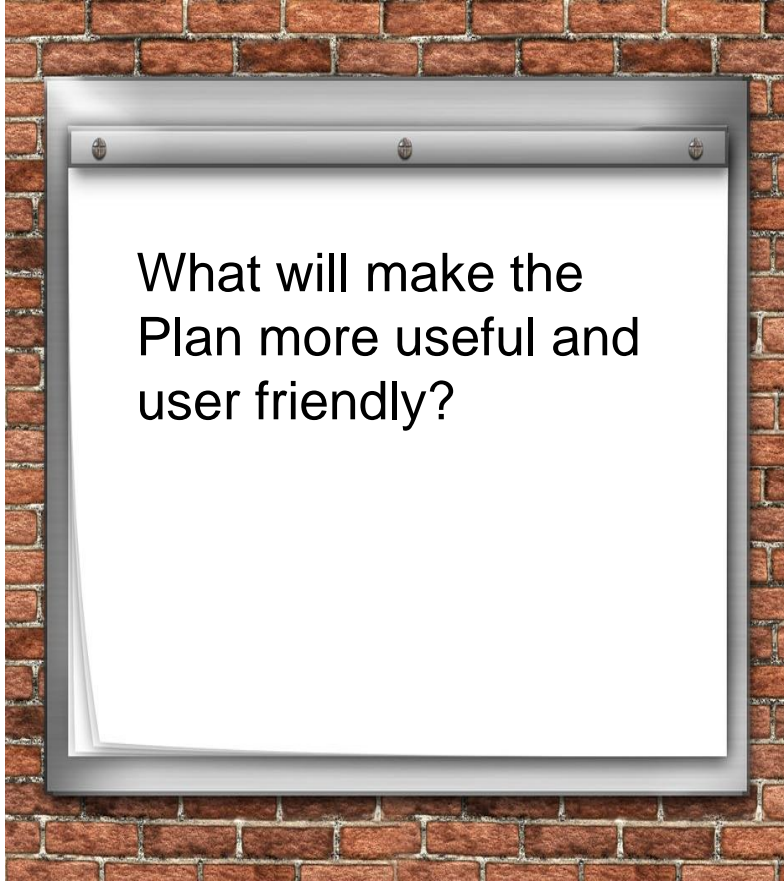
- 6.2 To develop a strategic plan that addresses **reduction of poverty, revitalization of low-income communities, and/or empowerment of people with low incomes to become more self-sufficient.**
- 6.3 To have a strategic plan that contains **family, agency, and/or community goals.**
- 6.4 To include customer satisfaction data and customer input collected through the Community Needs Assessment in the strategic planning process.
- 6.5 To have the governing board/advisory body receive an update(s) on meeting the goals of the strategic plan/comparable planning document within the past 12 months.

Strategic Plan Development

Putting the written plan together



What elements do you
like to see in a
Strategic Plan?



What will make the
Plan more useful and
user friendly?

Strategic Plan Development Possible Structure

- I. Executive Summary:** *(agency background and history; organization of the Plan)*
- II. Process Overview** *(steps you took; include details in appendix)*
- III. Environmental Assessment**
 - External environment *(highlights of data, market, competition, trends. Linkage to recent needs assessment)*
 - Internal environment *(key findings from SWOT and other assessments; recent or anticipated major changes)*
- IV. Vision, Mission, Values**

V. Organization / Community Goals and Key Strategies

Strategic Goal 1

Strategy A

Strategy B

Strategy C

Strategic Goal 2

Strategy A

Strategy B

Strategy C

Etc.

VII. Program / Family Level Goals and Key Strategies

Strategic Goal 1

Strategy A

Strategy B

Strategy C

Strategic Goal 2

Strategy A

Strategy B

Strategy C

Etc.

VIII. Operations / Agency Level Goals and Key Strategies

Strategic Goal 1

Strategy A

Strategy B

Strategy C

Strategic Goal 2

Strategy A

Strategy B

Strategy C

Etc.

Financial analysis;
cost of Plan

IX. Summary (pull it all together; next steps)

Appendix (planning process; members; details on input from stakeholders)



<https://www.cornell.edu/strategicplan/docs/060410-strategic-plan-final.pdf>

How?



Pre-Planning.

What?

- What will the scope of the Plan be? The time horizon?
- Are there obvious burning BIG questions?

When?

- How long will it take?
- Are there special considerations? (e.g. new executive director; complete the needs assessment) .
- What should the timeline and work plan include?

Who leads?

- Who will shepherd the process and do the behind the scene work?
 - A staff member: consider the time commitment.
 - A consultant: consider the pros and cons and the cost.
 - A combination?
- How will your ROMA Implementer be involved?

Pre-Planning.

Who's involved?

- Who will be deeply involved?
- Will you use a SP committee? Will there be a chair? Who will be on it? Board members? Staff members? External representatives?
- Size considerations.
- How will the entire Board be involved? How will you have input or involvement from staff?

Logistics?

- Time, dates, structure of meetings and retreats. How often will the committee meet? The Board?
- How will you maintain interest?
- What are the roles and responsibilities

Data Collection: Determine where you are

What?

Existing data: needs assessment, other strategic plans, updated community data, client satisfaction data and other input

New data:

1. Stakeholder input (surveys, interviews, focus groups, community groups)
2. SWOT analysis
3. Competitive Advantage lists
4. Market awareness: trends, position, competition

Who and when?

Who will collect the data? Who will do interviews, etc.?

What needs to be done in advance vs. during the process?

Where will the board and the SP Committee be involved?

Vision, Mission and Values

Consider how much discussion is full group and how much can be a subgroup

Determine key goals and strategies

Organizational or Community Level

What are the big questions? How does the data inform this?

What are the possible options or paths?

Decide on direction and set key goals and strategies.

Programmatic or Family Level

What are the big questions? How does the data inform this?

What are the possible options or paths?

Decide on direction and set key goals and strategies.

Operational or agency level

What are the big questions? How does the data inform this?

What are the possible options or paths?

Decide on direction and set key goals and strategies.

Pull it together and write a Plan

Consider the whole

Consider timing and prioritization of goals; What resources will be needed? Are they 3 year goals? 5 year? Longer?

Final steps

Write the plan

Consider developing a short “public” version in addition to complete version

Compliance

Review CSBG and other regulations for compliance

Review

Full board review is necessary.
Do you want external review?

Approve

Full board vote to approve

Share

Send. Publish. Meet.

Develop the implementation plan and business plan



SPiN: Strategic Planning in Nonprofits

Sample Timeline/Workplan for Strategic Planning

This timeline is provided as a basis for discussion and development of the planning process, and should be modified and customized to meet your organization's needs.

Task	Mo. 1		Mo. 2		Mo. 3		Mo. 4		Mo. 5		Mo. 6
Develop Planning Timeline and Approach											
• Consultant review of written organizational records											
• Discuss alternate approaches and plan formats with Planning Committee; determine desired process and format of end product											
• Write brief summary of organizational history and accomplishments, current situation											
• Identify information needed for strategic planning											
• Facilitate discussion to develop list of stakeholders											
• Develop a plan for soliciting stakeholder input											
• Committee brings proposal to Board for approval											
Review/Validate Mission and Vision											
• Approval of proposed planning process											
• Initial discussion of mission											
• Develop org. values, if desired											
• Stakeholder input to mission/5 year vision											
• Wordsmithing of mission as needed											
• Approval of revised mission statement & 5 yr vision											
Gather relevant data and stakeholder input Sample strategies listed below. Decision about data gathering needs and priorities should be made during development of timeline and approach.											

<https://www.wanonprofitinstitute.org/wp-content/uploads/2016/10/Chapter1-PREPARE-Strategic-Planning-Timeline.pdf>

Example of a workplan

Strategic Goal Worksheet / Action Planning

GOAL 2: Workforce Development				
OBJECTIVE 2.2: Create succession plan for staff			ROMA Goals: 5	
Tactics / Tasks / Action Steps	Measures / Indicators / Deliverables	Timeline Start/End Dates	Anticipated Annual Cost	Owner/ Responsible
Review and update emergency succession plan document and present to Board and PC for approval.	Updated emergency succession plan	4/1/2015 - 7/31/2015	NA	HR
1. Have project directors and supervisors review job descriptions to ensure accuracy of tasks and responsibilities and provide any updates to HR for revision, as applicable.	Updated/revised job descriptions	4/1/2015 -12/31/2015	NA	HR, Senior Managers
2. Print up-to-date organization charts for agency and include with succession plan policy.	Updated organization charts	4/1/2015 - 7/31/2015	NA	HR, Executive Assistant
3. Create succession plan policy for CAPSLO using the National Community Action Partnership template. Obtain Board and PC approval.	Succession plan policy	6/1/2015 -11/30/2015	NA	HR
5. Develop and implement a leadership training program for managers and supervisors.	Leadership training module, training schedule, attendance forms	2/2015 - ongoing	\$1,500 for contracted providers	HR

Sample Action Plans

Sample 1:

Name of Organization/County/City: Action Plan

Objective	Priority	Strategies (Steps to accomplish objective)	Resources (information, funding, partners)	Timeframe	Office/Board Committee Responsible	Actions Taken (Status)
Goal: Natural Resources: Preserve and effectively manage the natural resources of ** County for the benefit of current and future citizens of ** County.						
<i>Objective 1:</i> Maintain the rural character of the County.						
<i>Objective 2:</i> Preserve, protect and develop ** County's ground and surface water resources for the use and enjoyment of current and future citizens.						
<i>Objective 3:</i> Maintain an air quality rating of **..						
<i>Objective 4:</i> Preserve and develop ** County's other natural resources, including the soils, the minerals, the forests, and open spaces for the optimal benefit of current and future citizens.						

Virginia Cooperative Extension

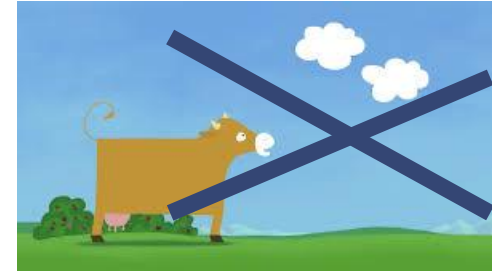
Final thoughts

- If you are in crisis or disarray or transition, strategic planning may be impossible; must have organizational readiness
- Allow enough time for big picture thinking
- Don't ignore stakeholder input or what the data says
- Don't write your plan in stone. Things change. Your strategic plan is a guide and needs to evolve.
- Make an action plan
- Make a financial plan

Your Key Take-aways?

Take time to
define your
preferred future.

You have options. Identify
and be intentional.



**Identify your
competitive
advantages and
maximize those**



Think **BIG**
Think deeply
Think of the future

Be data informed

*make decisions
now to support
your future.*



Strategic Plan
A broadly-defined
plan aimed at
creating a desired
future.



Thank you!

Future!

Impact!

Strategic!

Reference list

- Environmental Scanning:
<https://static1.squarespace.com/static/580c492820099e7e75b9c3b4/t/5855070359cc6826e11c5fa8/1481967382883/ES+Guide+July+13+%282%29.pdf>
- Future Thinking: <https://www.slideshare.net/mkconway/strategic-thinking-what-it-is-and-how-to-do-it-1488155>
- The Nonprofit Strategy Revolution: Real-Time Strategic Planning in a Rapid-Response World. David La Piana; 2008
- The Sustainability Mindset; Steve Zimmerman and Jeanne Bell. Nonprofit Sustainability: Making Strategic Decisions for Financial Viability J. Bell, J. Masaoka and S. Zimmerman; 2010
- Help getting to important SWOT questions:
 - <https://articles.bplans.com/swot-analysis-identify-your-strengths/>
 - <https://articles.bplans.com/swot-analysis-challenge-day-2-how-to-identify-weaknesses/>
 - <https://articles.bplans.com/swot-analysis-challenge-day-3-identify-opportunities/>
 - <https://articles.bplans.com/swot-analysis-challenge-day-4-identify-threats/>
- The Strategic Plan is Dead. Long Live Strategy. https://ssir.org/articles/entry/the_strategic_plan_is_dead._long_live_strategy
- **Strategic Planning Guide for Texas Community Action Agencies** <https://www.tdhca.state.tx.us/community-affairs/csbg/docs/150429-StrategicPlanGuide.pdf>
- (sample) **Request for Qualifications: Strategic Planning Consultant**; <http://www.humanserviceforum.org/wp-content/uploads/2016/05/Community-Action-RFQ-for-planning-consultant.pdf>
- Balanced Scorecard Institute ; <https://www.balancedscorecard.org/BSC-Basics/Strategic-Planning-Basics>
- IMPROVING PERFORMANCE, SCORING SUCCESS: Using Balanced Scorecards for Organizational Excellence; http://www.greatlakesautism.org/files/190_improving_performance_toolkit.pdf
- <https://www.csbgtta.org/>; CSBG Training and Technical Assistance Resources; Community Action Partnership